

Curriculum Vitae Jan de Koning

Personal data:

Surname	De Koning
First names	Jan
Address	De Bunte 34 7497ML Bentelo, the Netherlands
Telephone	+31(0)653561807
E-mail (personal)	Jan@deconsultancykoning.nl
Birth date	14 February 1955
Nationality	Netherlands
Marital status	Married with Astrid, 2 children (Kevin-1986- and Kimberly- 1992-)

Education

High school (Dordrecht, the Netherlands)
School for Economics (GES Dordrecht, the Netherlands)
College (Gustavus Adolphus College, MN, USA): Economics and Business
Management/Philosophy of Science

Studies

Sales & Marketing Management Heinz Goldman Institute
Automotive engineering at the VAM, the Netherlands
Several 'Continuous Improvement' training (from Deming in the early 80's to
Deming/Kaizen/LEAD in the mid 90's to present)
Miller Heiman Blue and Gold sheet (LAM) training
Project Management
Oil & Gas market

Language skills:

Dutch	Mother tongue
English	Excellent
French	Decent
German	Good

Hobby, Community, Service:

Hobbies	Walking/ fitness, cooking, reading
Community	Member Rotary Club 'Delden-Borne', Chairman of Vocational Service, Member of charity project in Bangalore, India (education, health and nutrition for kids from the poorest slums in Bangalore)
Additional functions	Chairman Sport club Bentelo de Polstars Chairman Foundation 'de Pol', Bentelo Member of private investors club (Beleg van Bentelo) Supporting smaller 'start ups'

Recent employment summary:

September 2015: Consultancy-advisory ("DCK") "Dealing with YOUR Reality"
Several national and international clients

- 2014-2015: CEO (interim) Viking Seatech (**Actuant**) – Oil & Gas/ Mooring market;
2010-2104: CEO Hydratight (**Actuant**)- Oil & Gas/ Pipeline- joint integrity market;
2007-2010: CEO Kopp/Dresco (European Electrical - **Actuant**) – Electrical market DIY and Professional Service market;
2002-2007: Enerpac (**Actuant**) EMEAI and APAC (Managing Director)- Industrial market/High pressure hydraulics and projects;
1999-2002: APW Ltd (**Actuant** up to 2000 and thereafter independent), Vice President Sales, Marketing & Engineering – Data-, Telecom & Financial Service market/ Fully integrated enclosures/cabinets;
1996-1999: Power Packer – Sales, Marketing & Engineering Director (**Actuant**) – Automotive/Agri/Truck market –OEM & aftermarket;
1993-1996: CEO Groeneveld Transport Efficiency Americas, Brunswick, Ohio – Transportation market/Industrial Equipment/ maintenance and fuel efficiency products;
1983-1993: Managing Director Groeneveld Transport Efficiency International, board member Groeneveld Group/Holding - Transportation market/Industrial Equipment/ maintenance and fuel efficiency products;
1976-1983: Sales & Marketing roles, including management at Haji Husein Alireza (Saudi Arabia '76-'80- Liebherr heavy construction equipment, cranes); Zwaans company (Mack Trucks); Rubery Owen Thompsen Company (concrete pumps and taken over by Putzmeister) and Nedloyd Group (Car & Truck division Vauxhall, Renault, Bedford & Pegaso).

- Accomplishments:
- Viking: Full turnaround of recent acquisition from Y1 loss to Y2 profit; a swing of \$12M (developing and executing a plan on time and within budget to optimize the business and at same time grow the business); within 10 months business changed completely from internally focused, loss making to present customer facing and profitable. Company is prepared to weather harsh economic circumstances in O+G as breakeven point came down with more than 32%. Reorganized management and reduced headcount with 31% (more 'soldiers' than 'generals' and simplified the structure dramatically). Re-energized the business and people involvement. Re-established customer satisfaction/interaction. Reduced Safety Total Case Incident Rates (TCIR) and improved Safety awareness and culture.
 - Hydratight: Growing the business organically with 50% in 4 years and establishing strong market presence in Joint Integrity (Flange Management); creating a 'new' business 'consultancy' and over \$125M contracts. Improving all key performance indicators with high focus on Safety (reduced TCIR with >50%). Introduced strong marketing and PR "It Has To Be Hydratight". Driving people development and increasing motivation/retention of high potentials and talent to watch.
 - Kopp: Full turnaround of loss making business to (small) profit making business. Developing more efficient manufacturing process in Germany and more cost effective than China (returned production from China back to Germany and more cost effective). Stronger interaction with DIY customers. Account management. Developing product range for the 'electrical car'. More effective management of Tunisia, Hungary and Czech plant (at later stage consolidated into only Tunisia and Germany). Prepared the business to be sold and was sold after Y3 of improving profit.

- Dresco: related to bike and bath accessories and prepared the business for sales process and successfully completed at better price than anticipated.
- Enerpac (EMEA & APAC): One of my nicest challenges in a 'strong brand' identity market where price is less important. Accuracy and efficiency are key (high quality products image/strong distribution network with over 1.500 distributors ww). Fighting stronger competition with Asian suppliers was the challenge and we were able to expand market share despite stronger competition (at least plus 500 basepoints). Increased the margin of the business dramatically. Introduced several leading new products. Established stronger market presence in work holding market. Followed up from previous MD with the Project Market (high pressure solutions such as bridge building/roof constructions stadiums/synchronized lifting systems and many other high pressure solutions for construction and industrial market applications) and created with the team several multi-million dollar projects.
- APW: Created and led 'Global Account Management' with full structure all the way down to Local Account Management dealing with all major OEM in data-Telecom and Financial Service Markets (Nokia, Ericson, IBM, Lucent, NCR etc.). Managed the Engineering Department to a New Product Introduction Center kicking out regularly new products and based on proper Voice of Customer activities. Integrating many acquisitions commercially in relatively short time. Managed strong pressure on margin as long as we could (before the internet bubble came to an end in 2001-2002).
- Power Packer: Managed Sales, Marketing and Engineering department (added Sourcing/Procurement at later stage). Typical OEM market with high (>60%) global market share and project oriented (model introduction) related to cabrio/convertible top market and Truck/Agri/Medical market with hydraulic, efficient solutions to execute a critical movement. Able to expand market share and receive new orders from new clients and wallet share gain with existing. Medical and Agri expanded with new products and gaining quickly acceptance in medical market with highly critical function for scan tables.
- From the years prior to working for Actuant (at that time known as Applied Power), the most remarkable time was with Groeneveld Transport Efficiency – 14 years employed- (Gorinchem) where I was tasked (Director) with creating international network of distribution and own entities. Growing the business from about Euro 18M (43 people) when I started to Euro 55M and very profitable (over 300 people) when I left. Setting up subsidiaries in Europe and beyond. Dealing with major accounts and receiving mega orders to supply and install total fleets with lubrication systems, including the award of a full aftermarket order (CTR trailers). Managing the international sales and marketing department and involved in many other functions in the business. I took an assignment in 1993- 1996 in the USA (setting up the business and decided 'it can only be done if I am there'; took family with me and lived there for over 3 years). Created an entity with start in my garage from home to a full blast business dealing with both aftermarket and OEM. Set up distribution and service organization. Groeneveld USA is still very active and has major market share in the market of efficiency products.
- My time 'after school' was spend in the Middle East (~4 years) selling

heavy construction equipment and trucks to an international scope of contractors in the time construction was 'hot'. Successful with dealing with all kinds of nationalities and behaviors. 'Hard' school but a lot experience gained. Large orders obtained for tower cranes with Hyundai Construction (over \$7M) and successful other business activities, including managing a small team of sales people (at latter part of my career in ME).

Skill sets:

- Engage and Inspire: I am a 'people man'; inspiring and motivating people from whatever background and nationality is my pride and best competency. I can create an environment where people want to work for the company, create their own future in the interest of a total team approach and result. I have a great deal of empathy that helps me to 'get inside people' and help them to perform better. Using best practices from others and lessons learned, has always helped me to continuously improve and share with others.
- Safety conscious in all aspects of what I and others do. We and all we influence want to arrive and go from work safely. As leader of the business, it starts with me ("pendulum of the clock principles").
- Decision making: analyze, evaluate and make A decision rather than NO decision. Set, manage and deliver attitude.
- The right business acumens. I truly understand (or work towards understanding) the business and what drives the 'earning model'.
- Strategic Thinking: can think and work 'outside the box' and thinking bigger than others. Can visualize thoughts and create plans (tactics) how to get there.
- Love Customers: customer focused. With 2 ears and 1 mouth, I can listen twice as much as I talk.
- Driving for results: realizing anticipated results at end of month/year, it is about improvement. Cost conscious; reducing waste; continuously improve and set new standards.
- Can deal with all levels in the business. From board to work floor. High level of integrity and commitment. "Not playing the boss but being the boss" principles apply to me.
- Accountability: It starts with me and 'one for all and all for one', accepting individual accountability and responsibility for whatever result, good or bad.
- No Surprise mentality: sharing good and bad on time and preventing disaster to happen. Proposing solutions, discussing and executing.
- Building Talent: evaluating present teams and business, proposing improved and more efficient structures (lean and mean), and people development activities for retention of talent.
- Effective communications: up/down/left/right. Door opener. Good and bad news. Pro-active communication. Trust worthy. Respect for individuals and groups. Hard measurements for those unwilling to change ("**Change** the people or change the **people**" mentality).
- Very aware of my own development areas and open for critics.

References:

Upon request

Your notes: